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## Effects of Training, Work Discipline, and Motivation Against Employee Performance at Islamic Bank

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### **ABSTRACT**

Penelitian ini bertujuan untuk mengetahui apakah pelatihan, disiplin kerja, dan motivasi mempengaruhi kinerja karyawan di Bank BNI Syariah Surakarta secara simultan dan parsial. Penelitian ini menggunakan jenis penelitian studi kasus yang berlokasi di Bank BNI Syariah Surakarta. Sampel yang diambil yaitu 100 responden. Teknik pengambilan sampel dalam penelitian ini menggunakan *quota random sampling*. Analisis data yang digunakan adalah 1) Uji Instrumen, 2) Uji hipotesis. Hasil penelitian menunjukkan bahwa: *Pertama*, ada pengaruh pelatihan terhadap kinerja karyawan Bank BNI Syariah Surakarta. *Kedua*, ada pengaruh disiplin kerja terhadap kinerja karyawan Bank BNI Syariah Surakarta. *Ketiga*, ada pengaruh motivasi terhadap kinerja karyawan Bank BNI Syariah Surakarta. *Keempat*, ada pengaruh pelatihan, disiplin kerja, dan motivasi secara simultan terhadap kinerja karyawan di Bank BNI Syariah Surakarta.

**Keywords:** *pelatihan, disiplin kerja, motivasi, kinerja karyawan.*

## **INTRODUCTION**

Human resources is one of the most important assets for the progress and development of the company. Therefore in order to make human resources can be an input that will provide optimal results for the organization or company, it is necessary a management and each task will be able to succeed well depending on the human resources itself as the executor of activities within a company. Realizing the importance of human resources, a company must pay attention to the different needs of every employees. Because employees are basically the main drivers in all activities of the company. A growing company will always think of effective and efficient work to be easily controlled and assessed in order to make it easy to define employee performance.

Every company certainly needs people who are competent to advance their company (Tho'in, 2016: 160). An organization depends heavily on the poor development of the human resources itself. In companies that seek profit, this goal can be achieved well if employees get adequate training. Chusway Barry (2002) stated that training is the process of teaching skills and provide necessary knowledge, and attitudes so that they can carry out their responsibilities with the standards. Training is required at all times for new employees and who have been in the company for a long time. New employees who each time newly received by the company are need training before they perform the duties that are required. As for the old employees are need work discipline and work motivation because of the demands of the current tasks nor to prepare himself for being transferred or promoted to other positions. According to Mangkuprawira & Sjafri (2007) stated that work discipline is the nature of an employee who consciously, obeys

certain rules, and rules of organization. Meanwhile, according to Istiyanto (2006) stated that work motivation is the driving force that resulted in a person or organization members want and volunteer to direct the ability in the form of skills, manpower and time to organize various activities that are his responsibility and fulfill his obligations in the context of achieving the goal and predetermined organizational goals.

Employee performance is an important factor in a company, on the things that affect employee performance is training, work discipline and work motivation aimed at improving performance and improve the skills and abilities of employees in line with technological advancements to become competent in the work and assist the company's operations (Yuana, 2011: 1). Employee performance is a tangible behavior that everyone displays as work performance generated by employees in accordance with their role in the company (Rivai, 2004). To determine the optimal performance, it required the provision of training, work discipline, good work motivation where the activity is given because basically the employees who work consists of people from different educational background, socioeconomic status and so on which will ultimately work together in the same work environment.

Human resources are an important factor in the organization, therefore the company is very concerned about the activities related to human resources as the party that makes the company as the institution of wealth creator. Competence of human resources at Bank BNI Syariah Surakarta covering aspects of training, work discipline, and employee motivation are required not only to be technically trained but also able to analyze and solve problems related to work, work productively in a team and

able in various fields of work in accordance with disciplines and professions.

So from training, work discipline and high work motivation done not for the employees concerned but also for the company, which is expected to produce maximum performance then the goal of the company can be realized.

This study aims to determine whether training, work discipline, and motivation affect employee performance in Bank BNI Syariah Surakarta simultaneously and partially.

## **UNDERLYING THEORY**

### **Training**

Training is a learning process that involves acquiring skills, concepts, rules, or attitudes to improve work performance, Simamora (2006). According to Article 1 Section 9 of Law no. 13 Year 2003. Job training is the whole activity to give, gain, improve, and develop work competence, productivity, discipline, attitude, and work ethic at a certain level of skill and skill according to the level and qualification of position and occupation.

Gomes (2003) suggests that training is every effort to improve the worker's performance on a particular job that he is responsible for. According to him the term training is often equated with the term development, the difference is that direct training is related to job performance on the current job, whereas development is not necessarily, development has a wider scope than training. Training is more focused on improving the skills and expertise of the organization's human resources related to the position or function that is the responsibility of the current individual concerned (current job oriented). The goal to be achieved and a training program is the improvement of individual

performance in the current position or function.

Similarly, Nawawi (2005) stated that training is a programs to improve the ability to carry out work individually, group and / or based on the level of position in the organization or company. While career development is a formal and sustainable business with focus on improving and adding the ability of a worker. And this understanding shows that the focus of career development is the improvement of the mental ability of the workforce.

### **Work Discipline**

The word discipline itself comes from the Latin "discipline" which means "the practice or education of propriety and spirituality and the development of character". This emphasizes on helping employees to develop a proper attitude toward their work. Discipline is a force that develops within the worker's own body that causes him to adjust voluntarily to the decisions, rules, and high values of work and behavior, Asmiarsih (2006). Work discipline according to Malayu Hasibuan (2005) is the awareness and willingness of a person to comply with corporate regulations and prevailing social norms. Discipline can be interpreted when employees always come and go on time, do all the work well, comply with all corporate rules and social norms that apply. Discipline must be enforced within a company organization, because without the support of good employee discipline, it is difficult for the company to realize its objectives.

Based on these opinions, it can be concluded that the discipline of employees is an attitude or behavior that shows the loyalty and obedience of a person or group of people against the rules set by the agency or organization both written and unwritten so that the

expected work done effectively and efficiently.

### **Motivation**

Motivation comes from the Latin word *movere* which means impulse, desire, cause, or reason someone doing something. With the provision of motivation is intended to provide stimulus to employees concerned so that employees are working with all his efforts.

According to Mathis (2006) motivation is the desire in a person that causes the person to act. Usually people act for a reason to achieve goals. Understanding motivation is important because performance, reactions to compensation and other human resource issues are affected and influence motivation. There are various approaches to understanding motivation, because different theories develop their own views and models. The theory of human motivation developed by Maslow in Mathis (2006) classifies human needs into five categories that rise in a certain order. Before more fundamental needs are met, one will not strive to meet higher needs. Maslow's famous hierarchy consists of physiological needs, the need for safety and security, the need for togetherness and compassion, the need for self-actualization.

A person's needs are the basis for the motivational model. A need is a deficiency that is felt by a person at a certain moment that creates a stress that causes a desire. Employees will try to cover the shortcomings by doing a better activity in carrying out its work. By doing more activities and better employees will get better results so that their desires can be fulfilled. The desire that arises in the employee can come from within himself or from outside himself, both from his work environment and from outside his work environment.

Motivation is not something that stands alone, but there are several factors that influence it.

### **Employee Performance**

Employee performance is often defined as the achievement of tasks, where employees in the work must be in accordance with the work program of the organization to show the level of organizational performance in achieving the vision, mission, and goals of the organization. Employee performance is the work of employees in the achievement of tasks that must be done in the company, Simamora (2004) Performance appraisal generally covers both qualitative and quantitative aspects of performance implementation of the work. According Mathis (2006: 113) factors that affect employee performance is the ability of employees for the job, the level of business is poured, and the organizational support it receives. In relation to any management function, human resource management activities should be developed, evaluated, and modified as necessary so they can contribute to the competitive performance of organizations and individuals in the workplace. Factors that affect employees in the work, namely the ability of employees to do the work, the level of business devoted, and support the organization.

Employee performance decreases when one or more of these factors are reduced. For example, some employees have the ability to do their job and work hard, but the organization provides the ancient equipment. Performance problem is the result of work achieved by a person in carrying out the duties and responsibilities charged to employees. Performance includes quality of output as well as awareness in work.

Employee performance is basically the work of the employee

during a certain period compared to various possibilities, such as predefined standards, targets or objectives or criteria that have been determined in advance and have been mutually agreed upon. According to Handoko (2000) performance appraisal is a process through which organizations evaluate or assess employee performance. This activity can improve personnel decisions and provide feedback to employees about performance execution.

Sometimes performance achievement is influenced by factors outside the performance environment, such as family, health, financial condition, or other personal issues.

Performance appraisal is if performance does not conform to standards, then to develop a performance improvement plan. In employee performance appraisals not only assess physically, but overall job implementation involves various fields such as work ability, craft, discipline, employment, or special matters in accordance with the field and level of work.

### **The Relationship between Training, Work Discipline, Motivation with Employee Performance**

Professional quality of human resources closely related to employee performance in a company. Performance is the implementation or application of an employee's ability in the field of work entrusted to him. Therefore, in this era of globalization companies must have employees or workers who have good performance quality so that the productivity of the company will increase. This fact shows that human resources plays a role as one of the factors that influence the success or failure of the company in achieving the vision and mission of the company. In the other words the performance of the

company is strongly influenced and depends on the quality and ability of the employees owned. Because the quality and ability of qualified employees will result in good employee performance as well, and with good employee performance, of course the company's performance will increase.

To achieve the performance of qualified and professional employees, concrete, consistent and sustainable action is required. Concrete efforts that can support the improvement of employee's professional performance are training, motivation, and work discipline. These three factors assessed very decisive, because if the attention and well done, then a positive impact for improving the quality of human resources or employee performance.

According to Budiharjo (2015) in today's global era, where business competition becomes tighter, there is no other choice for a company to always try to win in every competition. For that matter, the human resources owned by company must be qualified human resources. One of the ways to obtain qualified human resources is through the efforts mentioned above, which are conducting trainings, providing real motivation, and encouraging the improvement of work discipline culture.

Various researches on the improvement of employee performance have been widely discussed about training, work motivation and work discipline that affect employee performance improvement. Based on research conducted by Agusta and Sutanto (2013); Wiratama and Sintaasih (2013) found that the training had a positive and significant impact on employee performance, as well as research from Suci and Idrus (2015) which stated that the training had a positive effect on the improvement of employee performance. In addition,

according to research conducted by Larasati and Gilang (2014) who found that work motivation and work discipline have a positive and significant impact on employee performance.

Referring to the above description, it is clear that training, motivation and work discipline are positively impacting to the company but also to the employees, in the framework of the company's assessment of employees, for the development of the company, and for improvement of quality of employee work.

## RESEARCH METHOD

This research is a case study. The subject of this study are employees at Bank BNI Syariah Surakarta. While the object of research are training, work discipline, and motivation on employee performance at Bank BNI Syariah Surakarta.

The primary data in this research is obtained through questionnaire. While the secondary data used in this research is data which obtained from BNI Syariah Surakarta. The population in this study is all employees. The sample used is 100. The sampling technique in this study is using quota random sampling that is a random sampling technique to reach the amount of 100 (Sugiyono, 2012: 83) (Sugiyono, 2012).

The data collection techniques in this study use: The first is observation techniques that include observation of employee performance conditions in the form of training, work discipline and employee motivation. The observations can be done freely and structured. The tools that can be used in the observation are the observation sheet, checklist, record of events and others. The second is documentation technique which includes diary documents, meeting notes, periodic reports, activity schedules, government regulations, articles of

association, official letters, etc. including photographs and statistical materials. The third is questionnaire technique. The forth is interview technique.

The data analysis techniques in this study uses: The first is the instrument test that includes the validity test and reliability test. The second is hypothesis test which includes multiple linear regression analysis, partial regression test (t test), simultaneous regression test (F test), and coefficient of determination ( $R^2$ ).

## RESULT AND DISCUSSION

### Instrument Test Result

#### Validity Test

Based on table 1, the results of validity test of training variables can be known each question point have the corrected value of the *corrected item total correlation* that is greater than 0.195 (critical r) which means all questions are valid.

**Table 1**  
**Validity Test Results of Training Variable (X1)**

Item	<i>corrected item total correlation</i>	Critical R Value	Conclusion
1	0.388	0,195	Valid
2	0.235	0,195	Valid
3	0.721	0,195	Valid
4	0.694	0,195	Valid
5	0.523	0,195	Valid
6	0.586	0,195	Valid
7	0.702	0,195	Valid
8	0.622	0,195	Valid

Source: Primary Data of 2017

Based on table 2, the result of validity test of work discipline variable can be known each question point has the value of corrected item total correlation that is greater than 0.195 (critical r) which means all questions are valid.

**Table 2**  
**Validity Test Results of Work**  
**Discipline variable (X2)**

Item	<i>corrected item total correlation</i> <i>n</i>	Critical R Value	Conclusion
1	0.818	0,195	Valid
2	0.739	0,195	Valid
3	0.412	0,195	Valid
4	0.454	0,195	Valid
5	0.326	0,195	Valid
6	0.774	0,195	Valid
7	0.777	0,195	Valid
8	0.676	0,195	Valid

Source: Primary Data of 2017

Based on table 3, the result of validity test of motivation variable it can be seen that known each question point have the value of corrected item total correlation that is greater than 0.195 (critical r) which means all questions are valid.

**Table 3**  
**Validity Test Results Of**  
**Motivation Variable (X3)**

Item	<i>corrected item total correlation</i> <i>n</i>	Critical R Value	Conclusion
1	0.370	0,195	Valid
2	0.554	0,195	Valid
3	0.476	0,195	Valid
4	0.601	0,195	Valid
5	0.667	0,195	Valid
6	0.614	0,195	Valid
7	0.605	0,195	Valid
8	0.607	0,195	Valid
9	0.603	0,195	Valid
10	0.544	0,195	Valid

Source: Primary Data of 2017

**Table 4**  
**Validity Test Results of Employee**  
**Performance Variables (Y)**

Item	<i>corrected item total correlation</i> <i>n</i>	Critical R Value	Conclusion
1	0.500	0,195	Valid
2	0.963	0,195	Valid
3	0.917	0,195	Valid
4	0.859	0,195	Valid
5	0.933	0,195	Valid
6	0.963	0,195	Valid
7	0.885	0,195	Valid
8	0.933	0,195	Valid
9	0.963	0,195	Valid
10	0.963	0,195	Valid

Source: Primary Data of 2017

Based on table 4, the validity test results of employee performance variable it can be seen that each question point have a value of corrected item total correlation that is greater than 0.195 (critical r) means all questions are valid.

Based on table 5, the reliability test result of attention variable it can be seen that each question point have the value of *cronbach's alpha* that is greater than 0,6 (critical r). *Alpha* value that is greater than 0,6 (critical r) shows the variable used.

#### Reliability Test

**Table 5**  
**Variable Reliability Variable**  
**Reliability**

Variable	Cronbach's Alpha	Information
Employee Performance (Y)	0.973	> 0,6, reliable
PT raining (X <sub>1</sub> )	0.671	> 0,6, reliable
Work discipline(X <sub>2</sub> )	0.775	> 0,6, reliable
Motivation (X <sub>3</sub> )	0.768	> 0,6, reliable

Source : Primary Data of 2017

## Data Description Training

**Table 6**  
**Deskripsi Data Variabel Pelatihan**

Mean	28.25
Median	28.00
Mode	28
Std. Deviation	3.264
Variance	10.654
Skewness	-.283
Std. Error of Skewness	.241
Kurtosis	-.289
Std. Error of Kurtosis	.478
Minimum	20
Maximum	36

Source: Primary Data of 2017

Based on the table 6 above, it can be known that the data value of training variables around 20–36. From this data, it means value of 28.25 and deviation standard of 3,264.

## Work Discipline

Based on the table 7 above, it can be known that the data score of discipline work variable is between 16–38. From the data it obtained mean value of 27.35 and deviation standard of 3.937.

**Table 7**  
**Description Data of Work Discipline Variable**

Mean	27.35
Median	27.00
Mode	27
Std. Deviation	3.937
Variance	15.503
Skewness	-.030
Std. Error of Skewness	.241
Kurtosis	.449
Std. Error of Kurtosis	.478
Minimum	16
Maximum	38

Source : Primary Data of 2017

## Motivation

**Table 8**  
**Description Data of Motivation Variable**

Mean	38.42
Median	38.00
Mode	36
Std. Deviation	4.075
Variance	16.610
Skewness	.093
Std. Error of Skewness	.241
Kurtosis	.069
Std. Error of Kurtosis	.478
Minimum	28
Maximum	50

Source : Primary Data of 2017

Based on the table 8 above, it can be known that data score of motivation variable is around 28 – 50. From this data it obtained mean value of 38.42 and deviation standard of 4.075.

## Employee Performance

Based on the table 9, it can be known tha the data score of employee performance variable is around 22 – 50. From the data it obtained mean value of 38.87 and deviation standard of 6.922.

**Table 9**  
**Description data of Employee Performance Variable**

Mean	38.87
Median	40.00
Mode	41
Std. Deviation	6.922
Variance	47.912
Skewness	-.494
Std. Error of Skewness	.241
Kurtosis	-.109
Std. Error of Kurtosis	.478
Minimum	22
Maximum	50

Source : Primary Data of 2017



## Data Analysis Result

### Multiple Linear Regression

**Table 10**  
**Multiple Linear Test Result**

Model	Unstandardized Coefficients	
	B	Std. Error
(Constant)	-11.877	5.239
Pelatihan (X1)	.784	.180
Disiplin kerja(X2)	.444	.159
Motivasi (X3)	.428	.150

Source : Primary Data of 2017

The result above shows the regression equation as follow:

$$Y = (11,877) + 0,784X_1 + 0,444X_2 + 0,428X_3 + e$$

Constanta (a) is (11,877) which means that constanta value is negative, it showh that if the training variable, work discipline, and motivation is zero, then the employee performance is decrease of 11,877.

Regression coefficient of training variable (X<sub>1</sub>) is 0,784 which means that if training (X<sub>1</sub>) increases one point while the other training variable can give positive contribution on employee performance of 0,784 point.

Regression coefficient of work discipline variable (X<sub>2</sub>) is 0,444 which means that if work discipline (X<sub>2</sub>) increases one point while the other variable in remain condition, then work discipline variable can give positive contribution to employee performance of 0,4444.

Regression coefficient of motivation variable is 0,428 that means if the motivation (X<sub>3</sub>) increases one point while the othe variable keep in remain condition, then the motivation variable

can give positive contribution on employee performance of 0,428 point.

### T Test

Keyword t test to measure whether there is coming from training, work discipline, and developing individuals for employee performance.

Based on table 11 can be seen  $t_{count}$  value of training variables of 4.348 is greater than  $t_{table} = 1.98$ , then Ho is rejected and alternative hypothesis accepted that means training variables significantly affect employee performance.

The  $t_{count}$  value of work variable discipline of 2.787 that is greater than  $t_{table} = 1.98$ , then Ho is rejected and alternative hypothesis accepted that means work discipline variables significantly affect employee performance.

The  $t_{count}$  value of motivation variable of 2.851 is greater than  $t_{table} = 1.98$ , then Ho is rejected and accepted alternative hypothesis that means that motivation variable significantly affect employee performance.

**Table 11**  
**t Test Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-11.877	5.239		-2.267	.026
Training (X1)	.784	.180	.370	4.348	.000
Work Discipline (X2)	.444	.159	.252	2.787	.006
Motivation (X3)	.428	.150	.252	2.851	.005

a. Dependent Variable: Employee Performance (Y)

Source : Primary Data of 2017

### F Test

Concurrently, the influence of training variables, work discipline, and motivation on employee performance as follows.

Based on the table 12, it is known that the  $F_{count}$  value = 33,986 with the significant level of 0,000. It means that free variable which consists of training, work discipline, and motivation concurrently effect on employee performance.  $F_{count} 33,986 \rightarrow f_{count} > f_{table} 2,70$ ; significant level  $< 0,05$ .

**Table 12**  
**F Test Result**

Model	Sum of Squares	Mean Square	F	Sig.
Regression	2443.024	814.341	33.986	.000 <sup>a</sup>
Residual	2300.286	23.961		
Total	4743.310			

a. Predictors: (Constant), Motivation (X3), Training (X1), Work Discipline (X2)

b. Dependent Variable: Employee Performance (Y)

Source : Primary Data of 2017

### R<sup>2</sup> Test

**Table 13**  
**R<sup>2</sup> Test Result**

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1 <sup>a</sup>	.718	.515	4.895

Source : Primary Data of 2017

From the data analysis it obtained  $R^2$  value = 0,515, it shows that free variable which consist of motivation, work discipline, and training have an contribution effect on employee performance of 51,5%, while

### Strengthening Training for Employee Performance

Regression coefficient of training variable ( $X_1$ ) is 0,784 that means if training ( $X_1$ ) increases one point and the other variable keep in remain condition then the other training variable can give positive contribution on employee performance of 0,784 point.  $T_{count}$  value of training variable of 0,438 is bigger than  $t_{table} = 1,98$ , then  $H_0$  rejected and alternative hypothesis accepted means that training variable significantly effect on employee performance.

Training is a learning process that involves acquiring skills, concepts, rules, or attitudes to improve work performance, Simamora (2006) According to Article 1 Section 9 of Law no. 13 Year 2003. Job training is the whole activity to give, gain, improve, and develop work competence, productivity, discipline, attitude, and work ethic at a certain level of skill and skill according to the level and qualification of position and occupation.

The result of this research is in line with the research conducted by Wiratama and sintaasih (2013) which found that training effect positive and significant on employee performance, also the research conducted by Suci and Idrus (2015) which found stated that tarining has positive effect to imporve employee performance.

### **The Influence of Work Discipline on Employee Performance**

Regression coefficient of work discipline variable ( $X_2$ ) is 0,444, means if work discipline ( $X_2$ ) increases one point while the other variable in remain condition then work discipline variable can give positive contribution on employee perfomance of 0,444 point.  $T_{count}$  value of work discipline variable is 2,787 that is bigger than  $t_{table} = 1,98$ , then  $H_0$  rejected and alternative hypothesis accepted which means work discipline variable have significant effect on employee performance.

Work discipline according to Malayu Hasibuan (2005) is the awareness and willingness of a person to comply with corporate regulations and prevailing social norms. Discipline can be interpreted when employees always come and go on time, do all the work well, comply with all corporate rules and social norms that apply. Discipline must be enforced within a company organization, because without the support of good

employee discipline, it is difficult for the company to realize its objectives. The results of this study are relevant to Widi's research, Purnama Sari (2011) stated that work discipline has a positive and significant effect on the performance of Civil Servant of Pegali-Juana River Region.

### **The influence of Motivation on Employee Performance**

The regression coefficient of motivation variable ( $X_3$ ) is 0,428, it means that if motivation ( $X_3$ ) increases one point while the other variable is in remain condition then motivation variable can give positive contribution to employee performance equal to 0,428 point. The value of  $t_{count}$  variable of motivation equal to 2,851 bigger than  $t_{table} = 1,98$ , hence  $H_0$  rejected and alternative hypothesis accepted means that motivation variable have significant effect to employee performance.

A person's needs are the basis for the motivational model. A need is a deficiency that is felt by a person at a certain moment that creates a stress that causes a desire. Employees will try to cover the shortcomings by doing a better activity in carrying out its work. By doing more activities and better employees will get better results so that their desires can be fulfilled. The desire that arises in the employee can come from within himself or from outside himself, both from his work environment and from outside his work environment. Motivation is not something that stands alone, but there are several factors that influence it.

Motivation is encouragement or willingness someone expect to always provide motivation that can improve work productivity of employees. The results of this study are relevant to the research conducted by Eddy Madiono Sutanto (2013) whose work motivation

(X<sub>2</sub>) has a positive and significant effect on employee performance (Y) in CV Haragon Surabaya.

## CONCLUSION

Based on the various descriptions and results of the discussion above, it can be deduced as follows, there is an influence of training on the performance of employees of Bank BNI Syariah Surakarta, there is influence of work discipline on the performance of employees of Bank BNI Syariah Surakarta, there is influence of motivation to the employee performance of Bank BNI Syariah Surakarta, there is an influence of training, work discipline, and motivation simultaneously on employee performance at Bank BNI.

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